



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

VALUING DIVERSITY IN THE PUBLIC SERVICE WORKPLACE

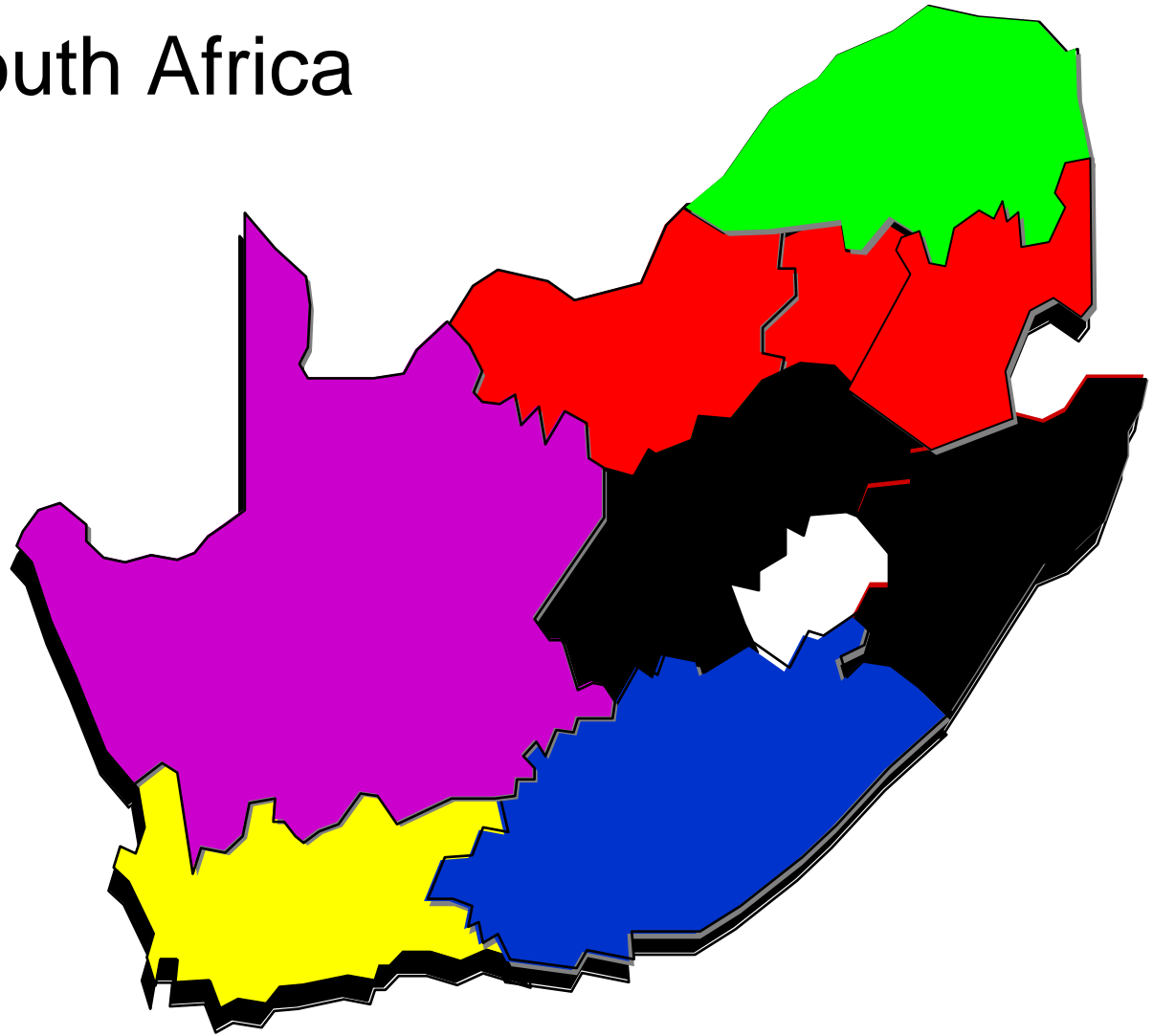
INTRODUCTION

- At the end of this presentation, we need to...
 - Explore how we can have a greater awareness of the issues relating to diversity in the Public Service
 - Explore and examine the different mental models of diversity
 - Identify the Public Service People Management tools to use in managing diversity

PURPOSE

- To provide a holistic approach for Diversity Management within the Public Service.
- To spearhead the creation of an integrated and enabling environment
- To facilitate the development of strategies, mechanisms and interventions
- To promote and protect non-discrimination, human dignity and human rights of all people, particularly women, persons with disabilities and Black people within the Public Service.
- To enhance the role of departments in promoting non-sexism, non-racism and inclusivity, particularly issues pertaining to organizational transformation.

South Africa



BUT.... WHAT IS DIVERSITY?

- Narrow definition:
“Differences based on gender and/or race”
- Broad definition:
All possible ways that people differ, including:
 - Race, Culture, Age
 - Gender, Personalities
 - Abilities/Disabilities
 - Country of residence, etc...
- It's about multiple sources of IDENTITY

DIVERSITY MANAGEMENT DEFINED

- Diversity Management is the ability to value and optimize the contributions from people based on different ideas, worldviews, race, cultures, gender, beliefs, experience and exposure.
- Diversity Management therefore:
 - addresses current disparities in respect of race, gender and disability as part of our social transformation
 - enables other core capabilities through enhanced creativity, problem solving and innovation.
 - is a pre-requisite to effectively serve diverse communities

DIVERSITY MANAGEMENT

- Managing diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has an advantage and disadvantage (Torres and Bruxelles, 1992)
- To manage effectively, we need to recognize the differences and learn to use them to our advantage, rather than either attempt to ignore differences or simply allow differences to cause problem

INCLUSION

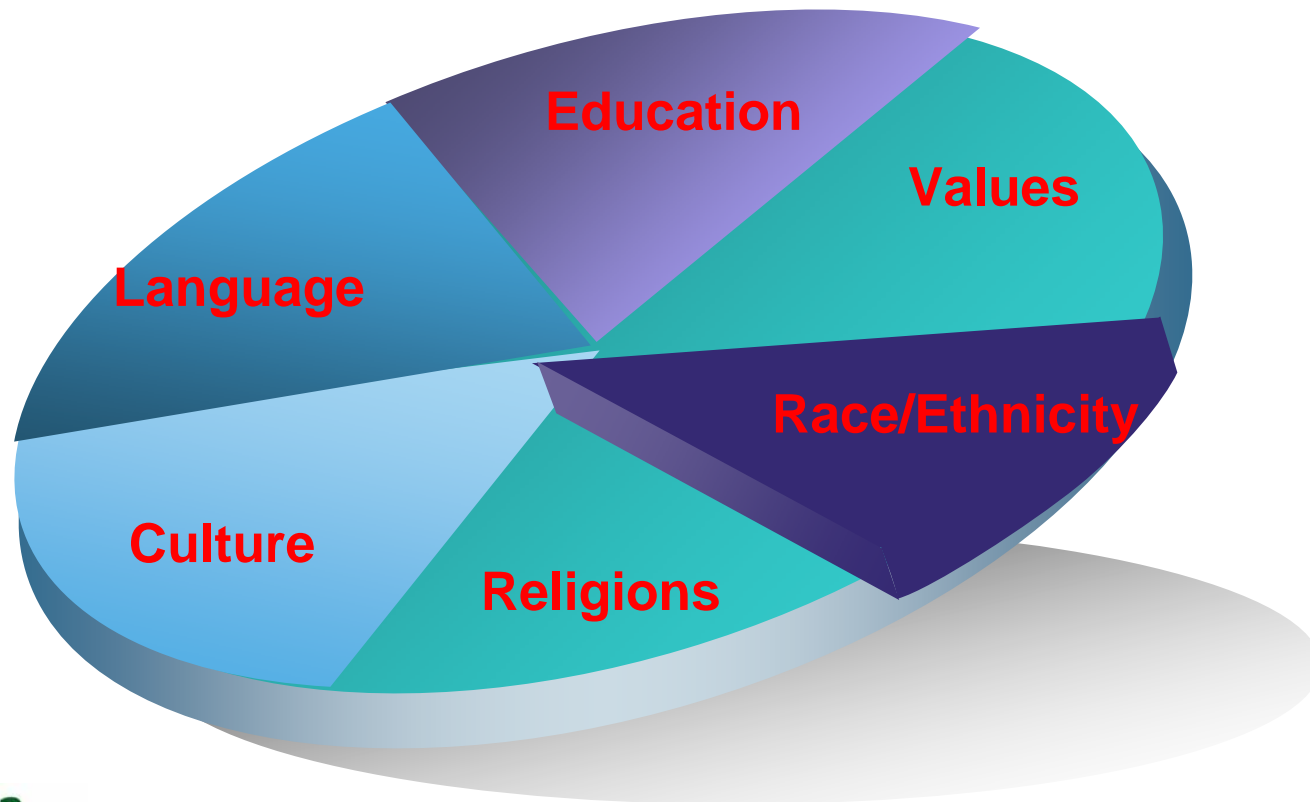
- “inclusion” is defined as the extent to which individuals feel a sense of belonging, respected, valued and seen for who they are - feeling a level of energy and commitment from others so that they can do their best work. This culture of inclusion enables organisations to leverage diversity.

LEVERAGING DIVERSITY

- “Leveraging Diversity” is defined as the extent to which people’s talents, abilities and skills are utilized in the organization and how various social identity group’s abilities and perspectives are included.

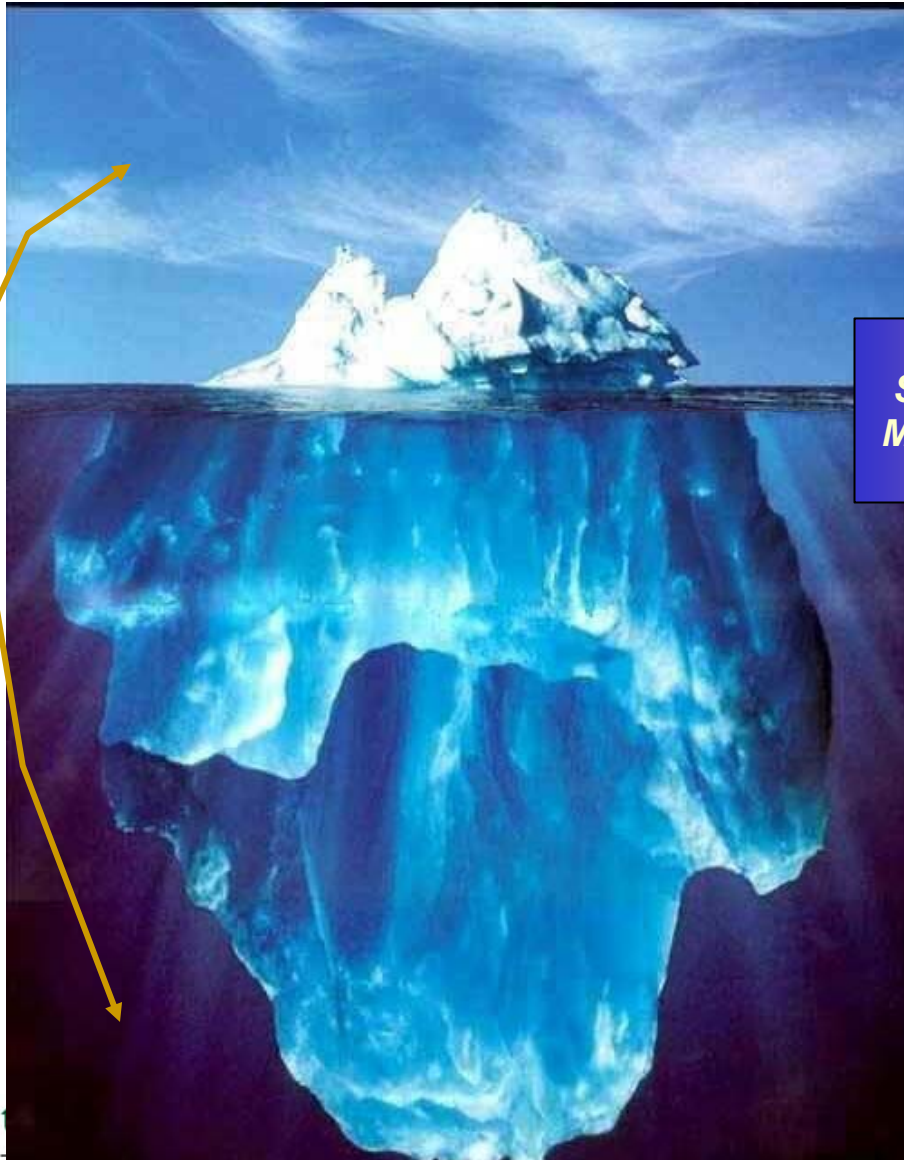
FORMS OF DIVERSITY

- We are diverse in terms of:



THE ICEBERG OF HUMAN BEHAVIOUR

Environmental Influences



Sensory or
Mental input

Behaviour – what we:

- Observe
- Hear

Informs

Processed through thinking:

- Cognition (rational)
- Emotions

Draws on

Precursors of Behaviour:

- Attitudes
- Perceptions
- Values
- Beliefs



WHY DO DIVERSITY?

...value diversity among our staff and citizens...

...have a diverse workplace...

...obey the laws of the land...

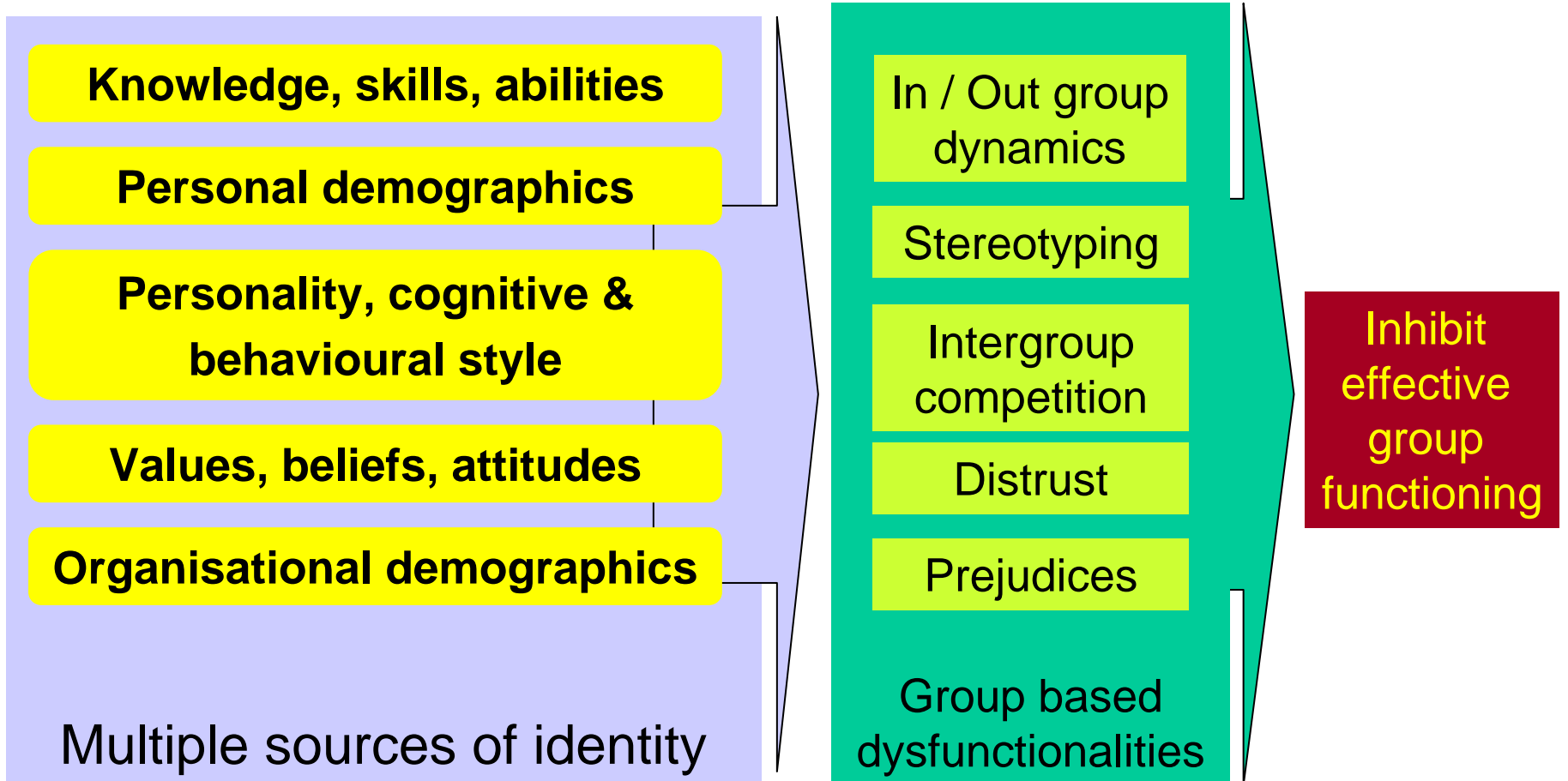
...empower people to act...

...optimally use management tools to ensure fair treatment of all...

...we can better serve people from diverse backgrounds with a diverse corps of employees...

...attract, manage and retain a diverse corps of talented employees

HOW DOES DIVERSITY AFFECT GROUPS?

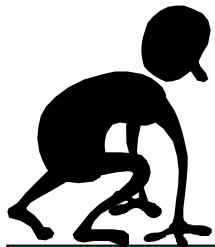


A MANAGER WHO MANAGES DIVERSITY

- Peace with own diversity
- Interpersonal relationship building
- Emotional intelligence
- Situational leading / flexibility
- Conductor/leader vs. manager:
 - Integrates skills of diverse people

EMPOWERING A DIVERSE TEAM

Empowerment is about pushing problem solving and decision making to the lowest appropriate level...



Stage 1: Informing

Stage 2: Consulting

Stage 3: Sharing

Stage 4: Delegating

Stage 5: Empowerment



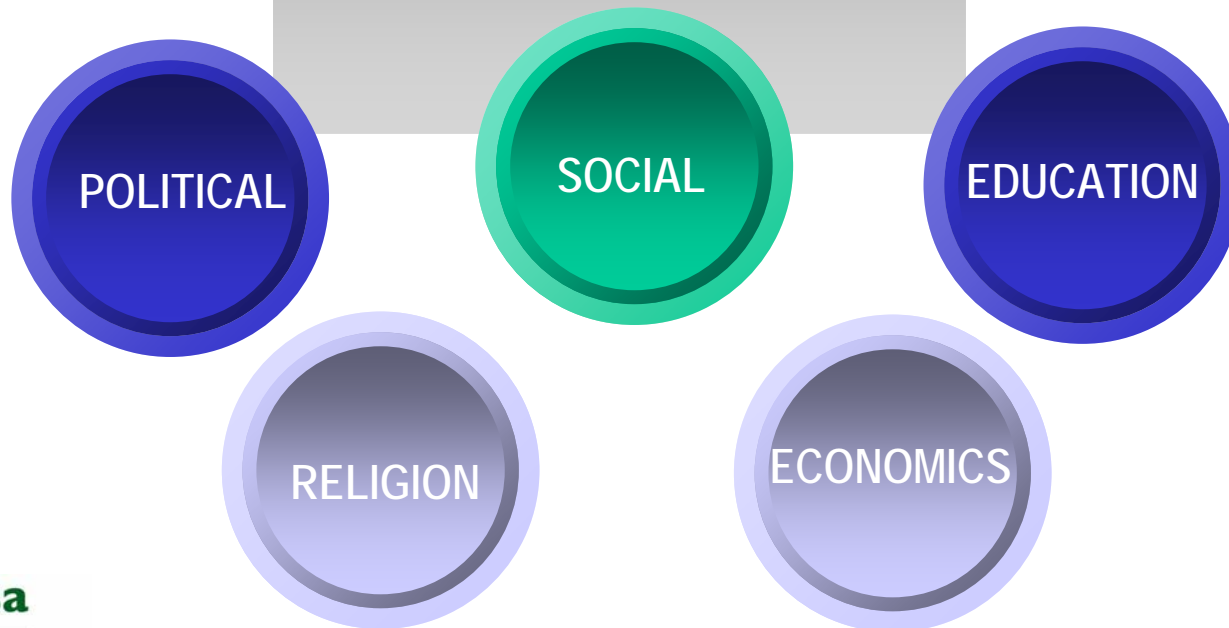
The essential stages to empowerment



ULTIMATE GOAL

National Unity

Eradicate poverty and create an inclusive society so as to correct social and economic imbalances



TOOLS FOR MANAGING DIVERSITY

- Implementation of Employment Equity Act
- Structured recruitment & selection
- Learning and Development (incl. mentoring)
- Performance & consequence management
- Diversity/EE forums & retention of key talent
- Succession planning
- Grievance and disciplinary codes and procedures

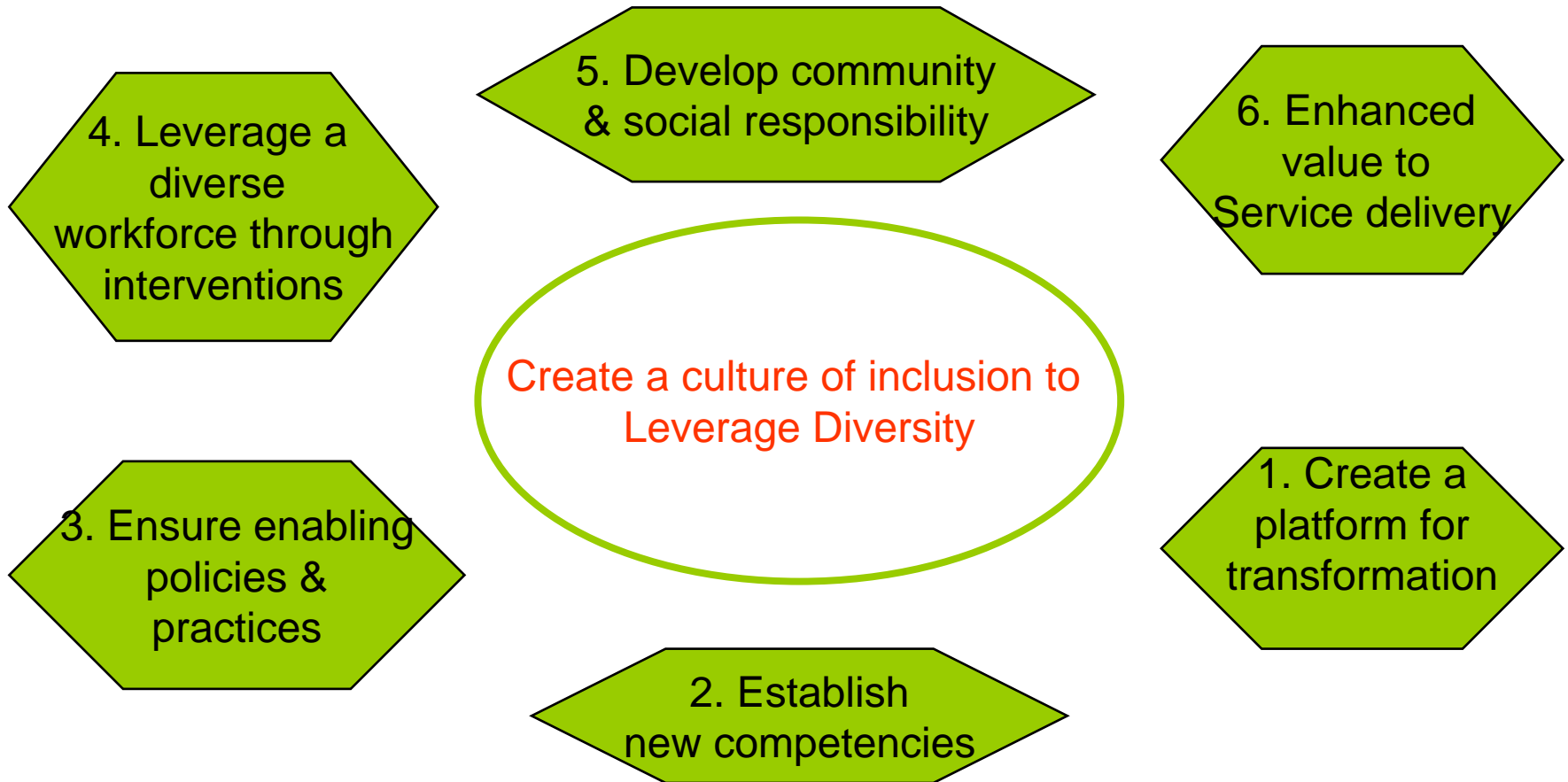
SKILLS TO MANAGE A DIVERSE WORKFORCE

- Communication skills
- Management focus
- High performance expectations
- Balance performance expectations with employee growth & development
- Feedback...

SKILLS TO MANAGE A DIVERSE WORKFORCE

- Empower others
- Develop others
- Value diversity
- Manage change
- Communicate responsibly

DIVERSITY MANAGEMENT PROCESS MODEL



CREATE A PLATFORM FOR TRANSFORMATION

- Communicate the organizational/ Departmental imperatives for the culture change.
- How will the new culture benefit the organisation?
- What is the current reality in the organisation?

ESTABLISH NEW COMPETENCIES TO LEAD AND MANAGE A DIVERSE WORKFORCE

- Dialoguing skills, facilitation skills.
- Inter-personal and inter-group conflict resolution skills.
- Cross-cultural mentoring and coaching skills.
- Lead and manage cross-cultural collaboration.
- Leadership and management practices that model inclusive behaviour practices.
- Leveraging the Diversity of all people.

ENSURE ENABLING POLICIES AND PRACTICES

- Do the policies in the department support the strategy?
- Are buildings accessible to people with disabilities?
- Are support networks in place for new employees to reduce/ minimize isolation?

APPROPRIATE INTERVENTIONS TO LEVERAGE A DIVERSE WORKFORCE

- Gender awareness and sensitivity training
- Disability awareness and sensitivity training
- Valuing Diversity interventions (workshops)
- Managing Diversity interventions

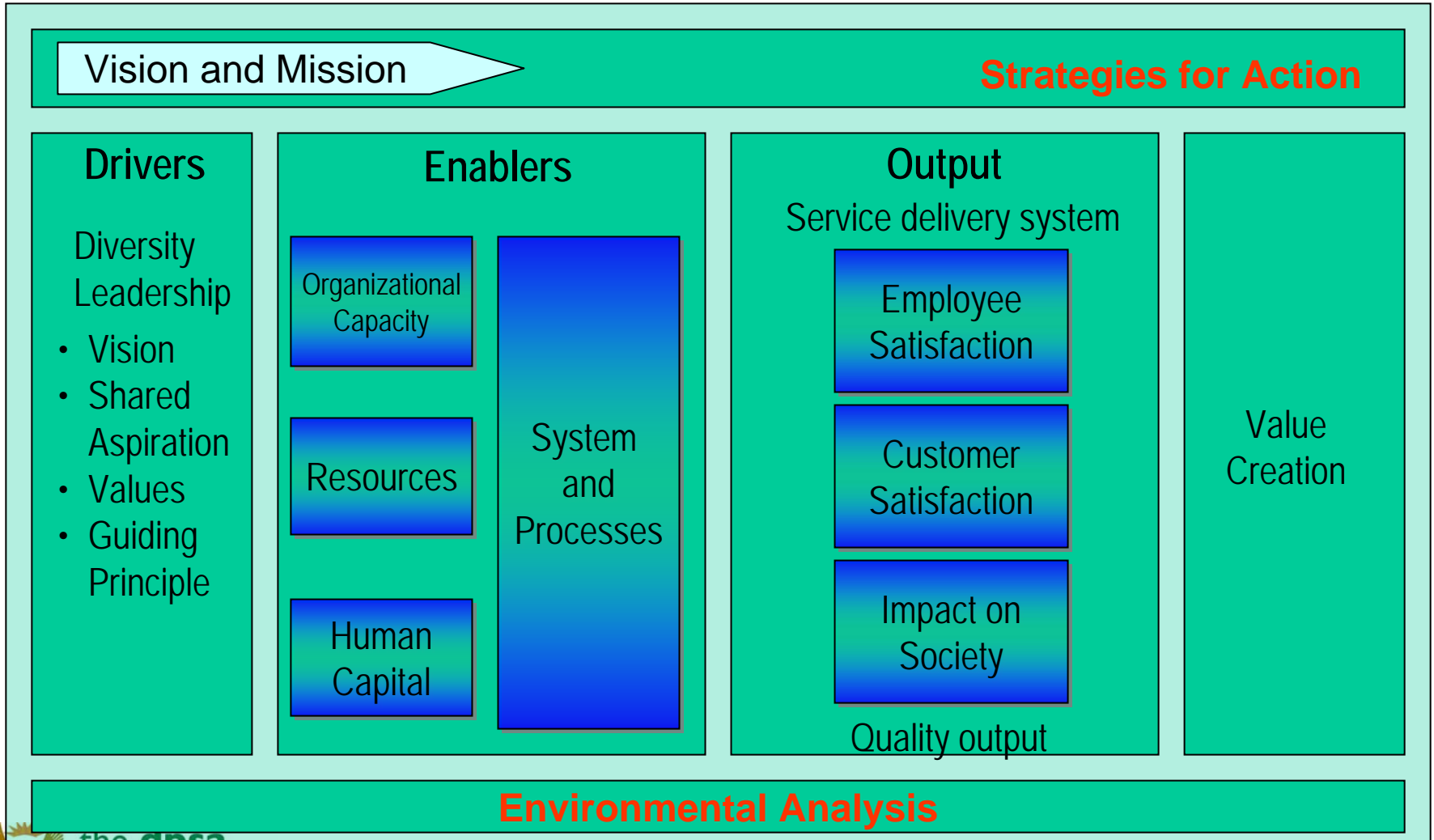
COMMUNITY & SOCIAL RESPONSIBILITY

- Develop beneficial partnerships with people, other departments, different organisations and communities.

ENHANCED VALUE TO SERVICE DELIVERY

- Ensuring that service delivered to the communities is of high standard based on Batho Pele Principles.

VALUE CREATION



CONCLUSION

- In achieving the correct balance in terms of equity status; the Public Service wants to ensure that this is not a “number game,” but that this is complimented with the right organisational climate.
- As a result, the focus is shifting from only “getting the numbers right” to the question of how to lead diverse work groups, with their multiplicity of cultural and personal backgrounds.
- Diversity efforts promise to facilitate the exchange of new perspectives, ideas and create a respectful, accepting work environment, all of which attribute to effective leadership of a diverse workforce.

**NDZA KHENSA
THANK YOU**



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